Universidad Rey Juan Carlos

TEACHING GUIDE

STRATEGY AND ORGANIZATION

MÁSTER U. EN BUSINESS ORGANIZATION (INGLÉS)

ACADEMIC YEAR 2026-27

Q2803011B UNIVERSIDAD REY JUAN CARLOS
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I.-Subject Identification	
Type	OBLIGATORIA
Teaching period	1 course, 1S semester
Nº of credits	6
Language in wich the subject is taught	English

II.-Presentation

This course concentrates on the basic foundations of strategic management research, focusing primarily on strategy content research (i.e., what is strategy, what strategies are used by firms, what is their effect on firm's performance, global strategies, current research lines). Its principal objective is to serve as an introduction to research in Strategic Management including its evolution and progress, the most relevant sources, key problems and methodological issues. To do so, we will cover a number of the principal theoretical streams in Strategic Management, including corporate strategy, business-level strategy (competitive strategy) and the different and most relevant theories of the firm (i.e. Agency Theory, the Resource Based View). Readings in each session incorporate a variety of theoretical and empirical approaches, giving students an opportunity to explore different ways of pursuing answers to some of the same questions, and also helping them to develop a portfolio of theories and methods.
Upon completion of the seminar participants will have developed an understanding of the key concepts, theories and interconnected research streams in Strategic Management; be able to critically evaluate and review academic writings in the field of Strategic Management; apply the knowledge gained to understand and assess relevant cases from well-known companies and organizations; and communicate in oral and written form knowledge, critical evaluations as well as make potential individual contributions to the Strategic Management literature.

III.-Learning outcomes

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CG01. Habilidades básicas de gestión de la información en la investigación.
CG02. Capacidad para exponer con argumento los puntos de vista propios y analizar y valorar alternativas en los trabajos de investigación.
CG03. Habilidad para verificar e integrar conocimientos actualizados en el ámbito de la Organización de Empresas.
CG04. Capacidad para aplicar el conocimiento a la práctica de forma creativa.
CT01. Aplicar los conocimientos adquiridos y su capacidad de resolución de problemas en entornos nuevos o poco conocidos dentro de contextos más amplios.
CT02. Integrar conocimientos y enfrentarse a la complejidad de formular juicios a partir de una información que, siendo incompleta y limitada, incluya reflexiones sobre las responsabilidades sociales y éticas vinculadas a la aplicación de sus conocimientos y juicios.
CT03. Comunicar sus conclusiones a públicos especializados y no especializados de un modo claro y sin ambigüedades
CT04. Adquirir habilidades de aprendizaje que permitan continuar estudiando de un modo que habrá de ser en gran medida auto-dirigido y autónomo.
CT05. Desarrollar el razonamiento crítico y la capacidad para realizar análisis y síntesis de la información disponible
CB6 - Poseer y comprender conocimientos que aporten una base u oportunidad de ser originales en el desarrollo y/o aplicación de ideas, a menudo en un contexto de investigación
CB7 - Que los estudiantes sepan aplicar los conocimientos adquiridos y su capacidad de resolución de problemas en entornos nuevos o poco conocidos dentro de contextos más amplios (o multidisciplinares) relacionados con su área de estudio
CB8 - Que los estudiantes sean capaces de integrar conocimientos y enfrentarse a la complejidad de formular juicios a partir de una información que, siendo incompleta o limitada, incluya reflexiones sobre las responsabilidades sociales y éticas vinculadas a la aplicación de sus conocimientos y juicios
CB9 - Que los estudiantes sepan comunicar sus conclusiones y los conocimientos y razones últimas que las sustentan a públicos especializados y no especializados de un modo claro y sin ambigüedades
CB10 - Que los estudiantes posean las habilidades de aprendizaje que les permitan continuar estudiando de un modo que habrá de ser en gran medida autodirigido o autónomo.
CE01. Saber identificar las necesidades y demandas de los contextos en los que se exige la aplicación de herramientas metodológicas y aprender a proponer soluciones adecuadas para las preguntas de investigación que emanan de las líneas derivadas del ámbito de Organización de Empresas
CE02. Desarrollar el razonamiento y pensamiento crítico para realizar análisis de la realidad empresarial a través de la identificación, descripción y diagnóstico de problemáticas empresariales actuales cercanas al entorno en el que el alumno se encuentra utilizando las herramientas estratégico organizativas que desde el área de Organización de Empresas se ofrecen, y que utilizan las organizaciones para su propio diagnóstico.
CE03. Aplicar herramientas metodológicas para la solución de problemas y/o preguntas de investigación en el ámbito estratégico-organizativo
CE04. Saber utilizar herramientas de estrategia y organización para identificar y resolver los problemas, tales como análisis de las 5 fuerzas de Porter, Análisis PESTLE, de factores económicos, sociales, tecnológicos, legales y de entorno, análisis del diamante de Porter, análisis DAFO, modelos de cuadros de mando integrales¿
CE05. Aprender a proponer soluciones apropiadas basándose en los modelos empresariales estudiados.
CE07. Obtener información de forma efectiva lo que implica ser capaz de buscar, gestionar organizar y analizar la información bibliográfica relevante en el ámbito de Organización de Empresas, y en cada línea de investigación propuesta
CE10. Evaluar la investigación proyectada por otros investigadores y profesionales, a través del desarrollo de competencias de lectura y síntesis crítica de artículos de investigación de cada una de las líneas de Organización de Empresas que se enseñan en la titulación
CE12. Conocer los principales modelos teóricos que subyacen en los diversos ámbitos específicos de la investigación. Los alumnos adquieren conocimientos específicos de las teorías más relevantes que explican los comportamientos empresariales, como la Teoría de los Recursos y Capacidades, la Teoría de los Costes de Transacción, la Teoría de Capacidades Dinámicas, la Teoría de la Agencia, la Teoría de Dependencia de Recursos, la Teoría Ecléctica¿.

- Key for degrees not adapted to RD 822/21: **CB** - basic competences, **CG** - generic competences, **CE** - specific competences, **CT** - transversal competences.
- Key for degrees adapted to RD 822/21: **CON** - knowledge, **COM** - competences, **HAB** - skills.

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IV.-Contents

IV.A.-Syllabus

Topic	Sub-Topics
Introduction	What is strategy? The Strategic Management Field
Strategic Analysis	External Environment Analysis: General and Industry Analysis
	Internal Environment Analysis: The Resource based view of the firm
Strategic Formulation & Implementation	Competitive Strategies - Sustainable Competitive Advantages
	Corporate strategies
Future Challenges	Research in Strategic Management

IV.B.-Training activities

Type	Title
Lectures	Academic Handbooks and Papers
Theoretical sessions	Strategic Management Topics and Issues Presentation
Resolution of exercises, problems, case studies	Case Studies Analysis & Discussion
Other activities	Attendance to Seminars
Oral presentations	Academic Papers & Cases Presentations
Academic tutorials	Academic Tutorships

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V.-Student workload	
Theoretical sessions	20
Resolution of exercises, problems, case studies, etc.	20
Practical sessions in experimental, technological and clinical laboratories, fieldwork, etc.	0
Tests and/or exams	8
Academic tutorials	10
Related activities: conferences, seminars, etc.	2
Preparation of theoretical sessions and self-study	30
Preparation of practical tasks, exercises, case studies, projects, etc.	30
Preparation for tests and/or exams	30
Total student workload	150

VI.-Methodology and academic programme

Type	Period	Content
Theoretical sessions	Week 1 to Week 14	[OS] [DL] Lectures and development of the theoretical content of the course
Resolution of exercises, problems, case studies	Week 2 to Week 14	[OS] [DL] Case Studies Analysis, Discussion and Presentation
Theoretical sessions	Week 2 to Week 14	[OS] [DL] Academic readings from Strategic Management Handbooks and peer-reviewed Journals in the Academic field: Analysis, Discussion and Presentation
Seminars	Week 1 to Week 15	[OS] [DL] Attendance to on-site or on-line Research Seminars related to the Strategic Management Field organized by the University.
Academic tutorials	Week 1 to Week 15	[DL] Student's support and individual academic tutorials will take place through URJC's Online Meeting tools: Virtual Classroom & Campus and/or Microsoft Teams

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VII.-Assessment methods
The general assessment method is continuous as established in the *Regulation for the Assessment of Learning Outcomes* of Rey Juan Carlos University. All the assessment systems established in the degree report must be employed, except for those that have a minimum weight of 0%, which can be used by professors in the academic years they consider relevant. Each assessment system may be applied through one or more assessment activities, consistent with the system. No assessment activity can exceed individually 60% of the overall grade for the subject. The sum of non re-evaluable activities cannot exceed 40% of the overall grade for the subject and, in general, should not have an established minimum grade (except for practical activities in which, strictly speaking, the conditions of the ordinary call cannot be reproduced in the extraordinary call). Those students who do not manage to pass the subject in the ordinary call, or do not attend this first call, may attend the extraordinary call only for failed re-evaluable assessment activities. The distribution and characteristics of the assessment activities are described below.
VII.A.-Description and weight of the assessment activities

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Regular Evaluation: If the teacher requires mandatory attendance, it should be precisely specified. (Note: If a student is not allowed to sit for an exam because he/she has not complied with minimum attendance, this should be justified using a system of proof; for example, a list of signatures on an attendance sheet). The distribution and characteristics of the assessment tests are the ones described next. The professor, considering the specific characteristics of each group, may announce changes during the first weeks of the course that he or she considers appropriate, previously informing the Vice-rector of Academic Affairs and Organization and Degrees. Extraordinary Evaluation: Those students who have not succeeded at the ordinary assessment, or have not taken the subject exams, will have to do a make-up exam in URJC's campus in accord with the terms established by the professor.

Description of the tests for assessment and their weights.
The assessment tests are described below:

1. FINAL THEORETICAL-PRACTICAL TEST. Minimum Grade: No. Weight: 33.3% (1/3). Period: Week 14 or 15. Content: The test will take place on site and it will cover the theoretical and practical content developed along the course. Assessment in URJC's Ordinary Examination Period. The test could be reassessed in URJC's Extraordinary Examination Period.

2. ACADEMIC PAPERS PRESENTATION &ANALYSIS. Minimum Grade: No. Weight: 33.3% (1/3). Period: Week 2 to Week 15. Content: The students will analyze Academic Papers periodically along the course and will deliver a presentation of one of them. Assessment in URJC's Ordinary Examination Period. This activity could be reassessed in URJC's Extraordinary Examination Period.

3. ACTIVE PARTICIPATION AND INVOLVEMENT IN THE COURSE. Minimum Grade: No. Weight: 33.3% (1/3). Period: Week 1 to Week 15. Content: The students will actively participate in class and they will be involved in discussions and debates. Assessment in URJC's Ordinary Examination Period. This activity could be reassessed in URJC's Extraordinary Examination Period.

Contingency Plan for Test Assessment are described below:
1. FINAL THEORETICAL-PRACTICAL TEST. Minimum Grade: No. Weight: 33.3% (1/3). Period: Week 14 or 15. Content: The test will take place on URJC's Virtual Classroom &Campus (Aula Virtual) and it will cover the theoretical and practical content developed along the course. Assessment in URJC's Ordinary Examination Period. The test could be reassessed in URJC's Extraordinary Examination Period.

2. ACADEMIC PAPERS PRESENTATION &ANALYSIS. Minimum Grade: No. Weight: 33.3% (1/3). Period: Week 2 to Week 14. Content: The students will analyze Academic Papers periodically along the course and will deliver a presentation of one of them. All the work will take place on Assessment in URJC's Virtual Classroom &Campus (Aula Virtual). Ordinary Examination Period. This activity could be reassessed in URJC's Extraordinary Examination Period.

3. ACTIVE PARTICIPATION AND INVOLVEMENT IN THE COURSE. Minimum Grade: No. Weight: 33.3% (1/3). Period: Week 1 to Week 14. Content: The students will actively participate in class and they will be involved in discussions and debates in URJC's Virtual Classroom &Campus (Aula Virtual). Assessment in URJC's Ordinary Examination Period. This activity could be reassessed in URJC's Extraordinary Examination Period.

VII.B. Assessment of students with academic exemption from class attendance

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Having Academic Exemption from Class Attendance (DAAC) does not imply that students are automatically exempt from participating in the continuous assessment activities or in the training activities of compulsory attendance as established in the teaching guide. Once the exemption has been granted, students must contact the subject's teaching staff, who will propose the adaptations he/she may consider relevant, as long as they guarantee the acquisition and adequate assessment of the learning goals established. Students must maintain adequate communication with the teaching staff so that they may provide information on the dates for training and assessment activities, if these are not established in the programme and available for students at the time of achieving the exemption.
Subject with possibility of academic exemption: Yes.

VII.C. Review of assessment activities

In accordance with the Regulation for the Assessment of Learning Outcomes of Rey Juan Carlos University.

VII.D.-Students with a disability or special educational needs

In order to guarantee equal opportunities, non-discrimination, universal accessibility and academic success, students with disabilities or especial education needs may request curricular adaptations to follow their studies. These adaptations will be provided by the Unit of Attention to People with Disabilities of Rey Juan Carlos University, in accordance with the regulation which regulates the service for the Attention of People with Disabilities at the University. This Unit will issue a report for curricular adaptations, so that students with disabilities or special education needs must contact the service (at e-mail discapacidad.programa@urjc.es) in order to provide relevant information for different educational alternatives.

VII.E.-Academic behaviour, academic integrity and honesty

Rey Juan Carlos University is fully committed to the highest standards of academic integrity and honesty, so studying at the URJC means assuming and subscribing to the values of integrity and academic honesty set out in the University's Ethical Code. To support this process, the University has Rey Juan Carlos University's Academic Conduct Regulation as well as different tools (anti-plagiarism, supervision...) that offer a collective guarantee for the full development of these essential values.

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VIII.-Teaching resources and materials
Basic bibliography
Grant, R. (2016): "Contemporary Strategy Analysis: Text and Cases". 9th Edition. Wiley
Navas, J.E.; Guerras, L.A. (2018): "Fundamentals of Strategic Management".2nd Edition. McGraw Hill
Oberholzer-Gee, F. (2021). "Better, Simpler Strategy: A Value-based Guide to Exceptional Performance". Harvard Business Review Press.
Rothaermel, F. (2020). "Strategic Management". 5th Edition. McGraw Hill
Consultation bibliography
Pettigrew, A.; Thomas, H.; Whittington, R. (2006). "Handbook of Strategy and Management". Sage Publications
Hitt,M.; Ireland,R.; Hoskisson,R. (2017): "Strategic Management: Competitiveness & Globalization". 12th Edition. Cengage Learning
Hill, C; Schilling, M., Jones, G. (2016). "Strategic Management: An Integrated Approach". 12th Edition. Cengage Learning

IX.-Professors	
Name and surname	MIGUEL BLANCO CALLEJO
E-mail address	miguel.blanco@urjc.es
Department	Economía de la Empresa (ADO), Economía Aplicada II y Fundamentos Análisis Económico
Campus	Madrid - Vicálvaro
Category	Profesor/a Contratado/a Doctor/a
Academic degree	Doctor
Person responsible for the subject	Yes
Tutorial timetable	Para consultar las tutorias póngase en contacto con el/la profesor/a a través de correo electrónico
Number of quinquennia	4
Number of sexennia	0
No. of positive evaluations by Docentia	6

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